

CHAPTER 32 - Lands and Buildings Facilities

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HA-1 Program Structure

Major projects in the Lands, Buildings and Facilities Improvement (HA-1) component of the Highway Capital Outlay Program are divided into four subprograms: Equipment Shops (HA-11); Maintenance Facilities (HA-12); Office Buildings, Transportation Management Centers and Ancillary Buildings (HA-13); and Toll Collection Related Facilities (HA-14). Each of these subprograms is assigned to a Program Manager in separate Headquarters Programs.

The Programming Program, as Programming Manager, provides overall coordination and programming among the subprograms. HA-1 projects are generally funded in the State Highway Operation and Protection Program (SHOPP). Some exceptions to SHOPP programming are HA-14 projects which must be included in the Toll Bridge Program, Transportation Management Centers (TMC) which may be included in the State Transportation Improvement Program (STIP) or Traffic Systems Management (TSM) Plan, and very large projects which might require special financing.

Office Buildings

Since office building projects must be approved by the Department of Finance (DOF) before inclusion in the Governor's Budget, they must conform to *State Administrative Manual* (SAM) requirements. New office buildings and annexes follow a specialized approval process due to their uniqueness. Districts must work closely with the Administrative Service Center, the Budgets Program, and the Programming Program for office building project development and funding proposals.

Other HA-1 Program Features

The program has several features which differentiate it from other Caltrans programs. Although it is a relatively small program, it has added importance because it directly affects the working environment of Caltrans employees. HA-1 project candidates should normally be derived from Facility Master Plans prepared by the respective program managers. The Program Manager of the Maintenance Program is Program Manager for maintenance station projects. The Director of the Equipment Service Center is the Program Manager for equipment shop projects. The Director of the Administrative Service Center is the Program Manager for office building and ancillary building projects. The Program Manager of the Traffic Operations Program is Program Manager for traffic management center projects and toll bridge toll collection related facilities.

Due to the small size of the program, the needed architectural and structural engineering expertise has been centralized within Caltrans in the Office of Structure Design (OSD) and in the Department of General Services in the Division of the State Architect (DSA). HA-1 projects are subject to intense scrutiny, both internally and externally, because, although they are of critical importance to the Caltrans staff, they do not directly provide road projects.

Relationship Between District & Headquarters

Districts are responsible for project management and, through the Project Manager, are ultimately responsible for project delivery. Districts are usually directly responsible for project identification, Facility PSR, Project Report, environmental clearance, right of way acquisition, site plan preparation (utilities, drainage, paving, etc.) and plan review.

The building design is normally performed by either OSD or DSA. Construction engineering is provided by OSD, DSA or the district. If design is contracted out, the consultant may be responsible for both the architectural and the district plans.

The Headquarters' Program Managers are responsible for development of design standards for their subprograms and for ensuring individual project compliance. The Program Managers advise the districts in project identification and development. They prioritize project candidates within their subprograms and generally provide technical expertise.

The Programming Program, as Program Manager, sets Statewide priorities, programs projects and represents the program in the cost, scope, schedule change process.

Even though the HA-1 program has unique features, it is still part of Caltrans' Capital Outlay Program. Although the districts are responsible for delivering individual projects, the program as a whole is managed on a statewide basis and the districts have not been delegated authority to change scope, cost or schedule without Headquarters' approval. The Program Manager is responsible for balancing available funding on a statewide basis.

Project Manager

For every project, the district must name a Project Manager who has responsibility for developing and meeting schedules and insuring accurate cost estimates. The Project Manager should be assigned as early as possible after a project is identified as a high priority in the Facility Master Plan and definitely before commencing the Facility PSR. The Project Manager should be identified in all reports and correspondence.

Design Responsibilities

The OSD and the DSA have the role of consultants to the districts. At the district's request, they will provide engineering and architectural services including advice relating to the program. Project delivery priorities are established through the project programming process.

Minor Projects

Usually, a minor program is a district program with minimal input from Headquarters. In the HA-1 Program, however, a limit on available Headquarters design resources has led to annual prioritization of minor projects that require OSD design. The Programming Manager, in conjunction with the Program Managers and OSD, develops a priority list approximately two years in advance for each fiscal year. Any changes will require the Programming Manager's approval.